



2021 Financial Results Presentation

21 March 2022





All over the world

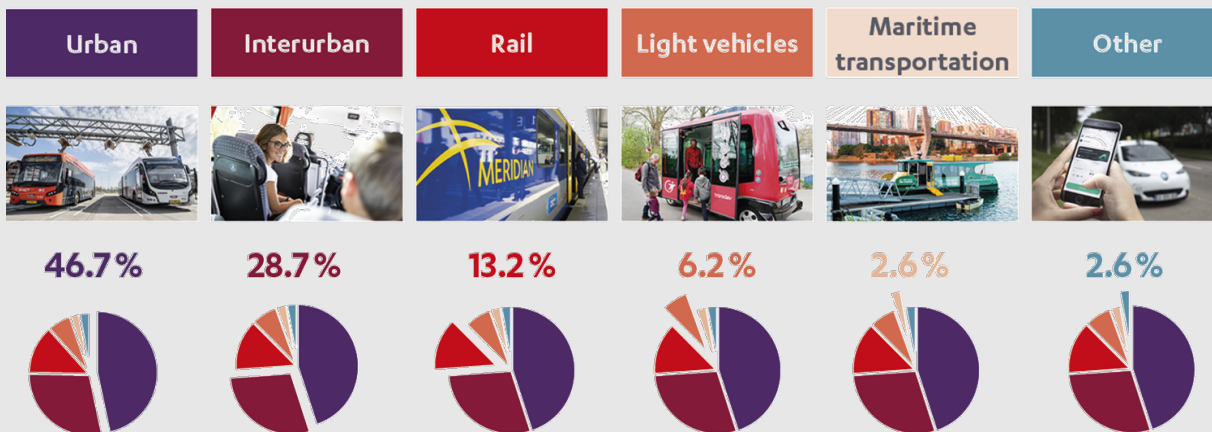
“Transdev empowers freedom to move every day, thanks to safe, reliable and innovative solutions that serve the common good”

Thierry Mallet

Chairman and CEO Transdev Group



Transdev is a mobility company providing multimodal solutions in 18 countries



7.9 M
passenger trips
each day

81,715
employees

24%
women

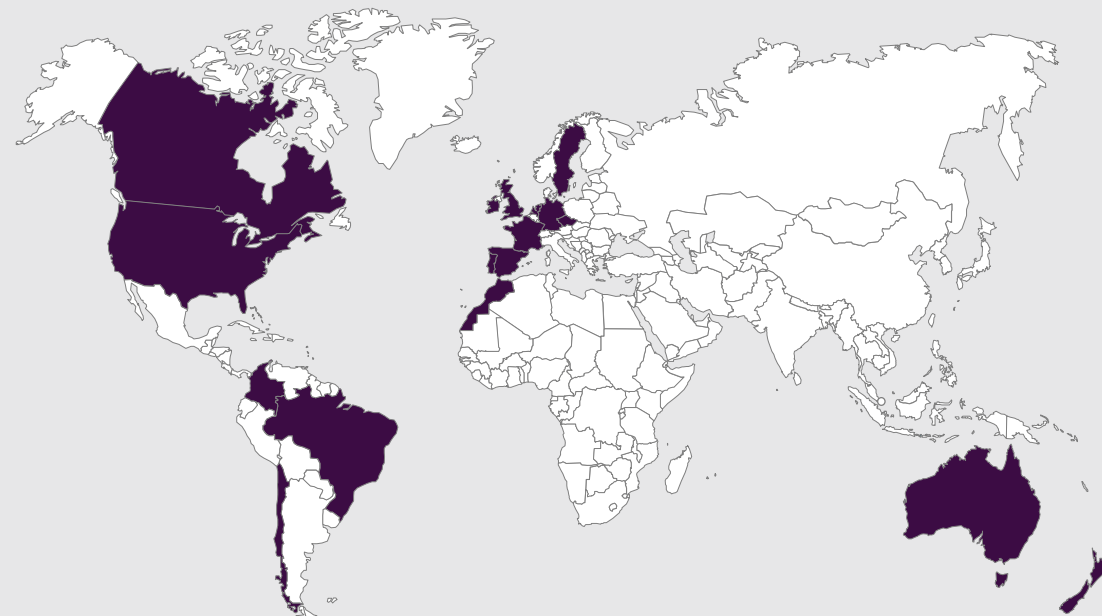
42,403
vehicles
operated

NB : pre-COVID 11M/d

16
transportation
modes

+150
different job
types






	Nb employees	Share of Turnover 2021
France	31 697	37%
Germany	6 173	17%
USA	14 204	13%
Netherland	3 191	9%
Australia/NZ	5 368	8%
Sweden	4 176	7%
Others	16 906	9%



Our strategic plan MOVING YOU



- Sustainable mobility will be clean, reliable, safe and at the service of the common good, as Transdev expresses in its purpose
- Public transportation allows millions of people to go to work, study and participate in local life every day.
- Our business model and our strategy underpin this mission carried out with and for our stakeholders at the service of communities.

Passengers	Clients	Innovation	Performance	Teams
 <p>Attract passengers back to public transit</p>	 <p>Reintegrate new risks into existing contracts</p>	 <p>Accelerate the energy transition, rail, metro</p>	 <p>Refocus on contracts with high added value</p>	 <p>Unite committed and diverse teams</p>

2021: Significant successes in every region

AUSTRALIA - COLOMBIA – USA – NEW ZEALAND

- **Australia**

New Sydney bus contract in Region 9, with some 500 buses including 146 electric buses.

- **Colombia**

Signature with TransMilenio of a major e-bus contract (874 M€) in Latin America, including over 400 electric buses and the largest electric depot in the region (40,000 m²).

- **Chile**

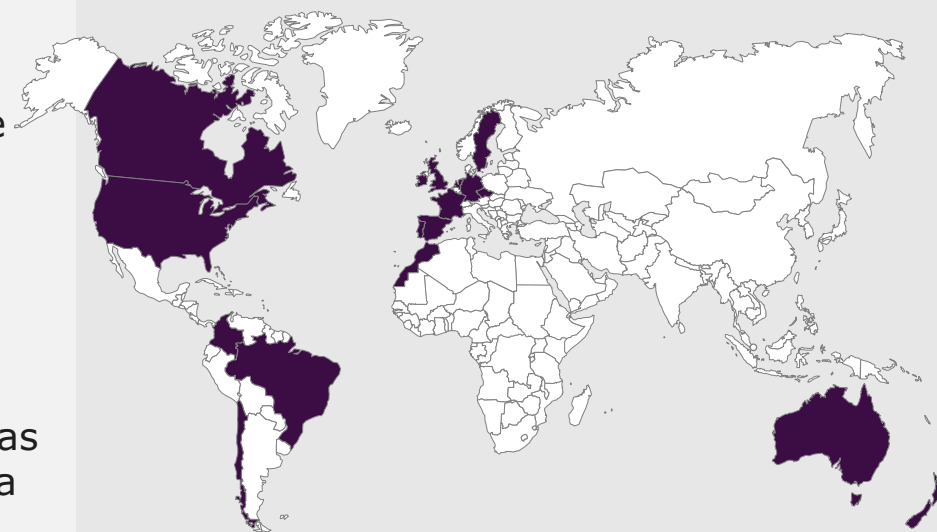
Renewal of the contract with Redbus Urbano

- **USA**

Renewal of our rail infrastructure maintenance contract with TriRail in Florida, as well as several key bus and paratransit contracts in California, Oregon, Georgia and Ohio.

- **New Zealand**

Wellington city-center airport bus shuttle contract for six years, including 10 electric buses.



2021: Significant successes in every region

EUROPE

● France

Several key bus wins in the Paris region,
Key wins in urban networks (Cherbourg, Roanne, Arcachon, Vitrolles-Salon...),
and numerous regional bus contracts.

First regional rail contract for the Marseille – Nice link in the market opening to competition.

Selected as technical assistance provider for four new Greater Paris driverless metro lines, alongside Transamo and Strides International.

● Germany

Renewal of our train operations for 10 years at MittelRheinBahn, and the test of a hydrogen train in Bavaria in 2023, a new bus contract in Mayen-Koblenz with 180 buses and the renewal of our Bautzen operations with some 250 buses.

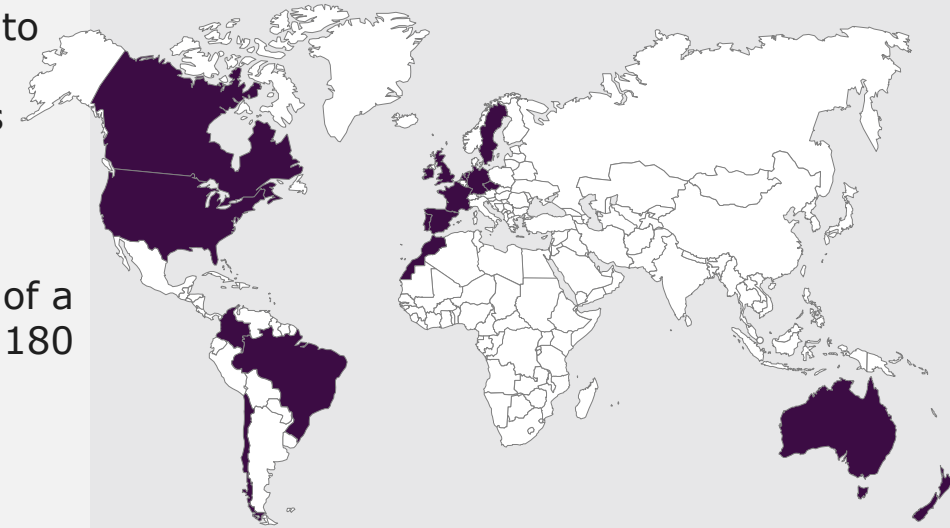
Successful start up of Hannover S-Bahn

● Netherlands

Start of operations of our new contract at Gooi en Vechtstreek for electric buses.

● Sweden

2 new contracts, one for rail with the Roslagsbanan which will start next year, and a new contract to operate 317 biofuel buses in the north of Stockholm.

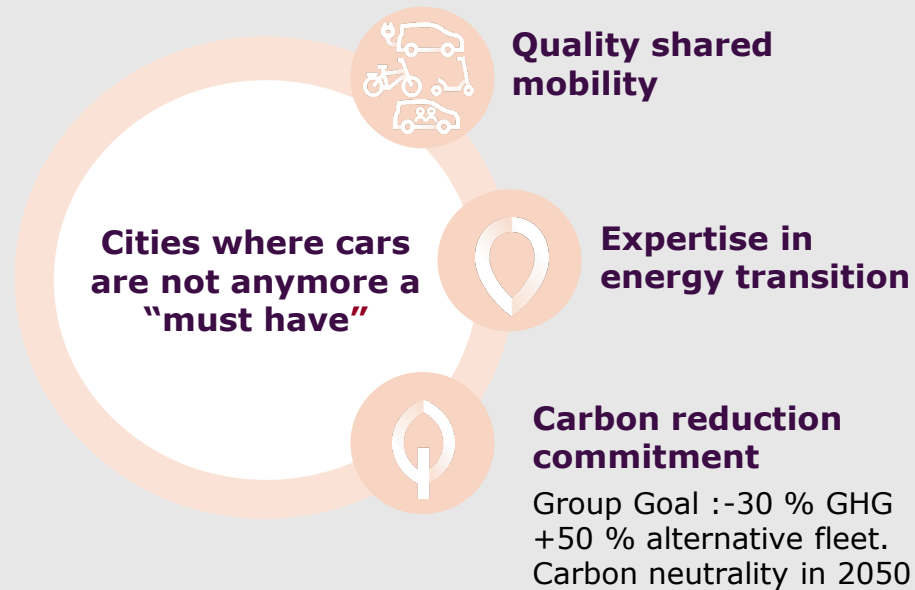


Public transportation will face major stakes in the coming decade

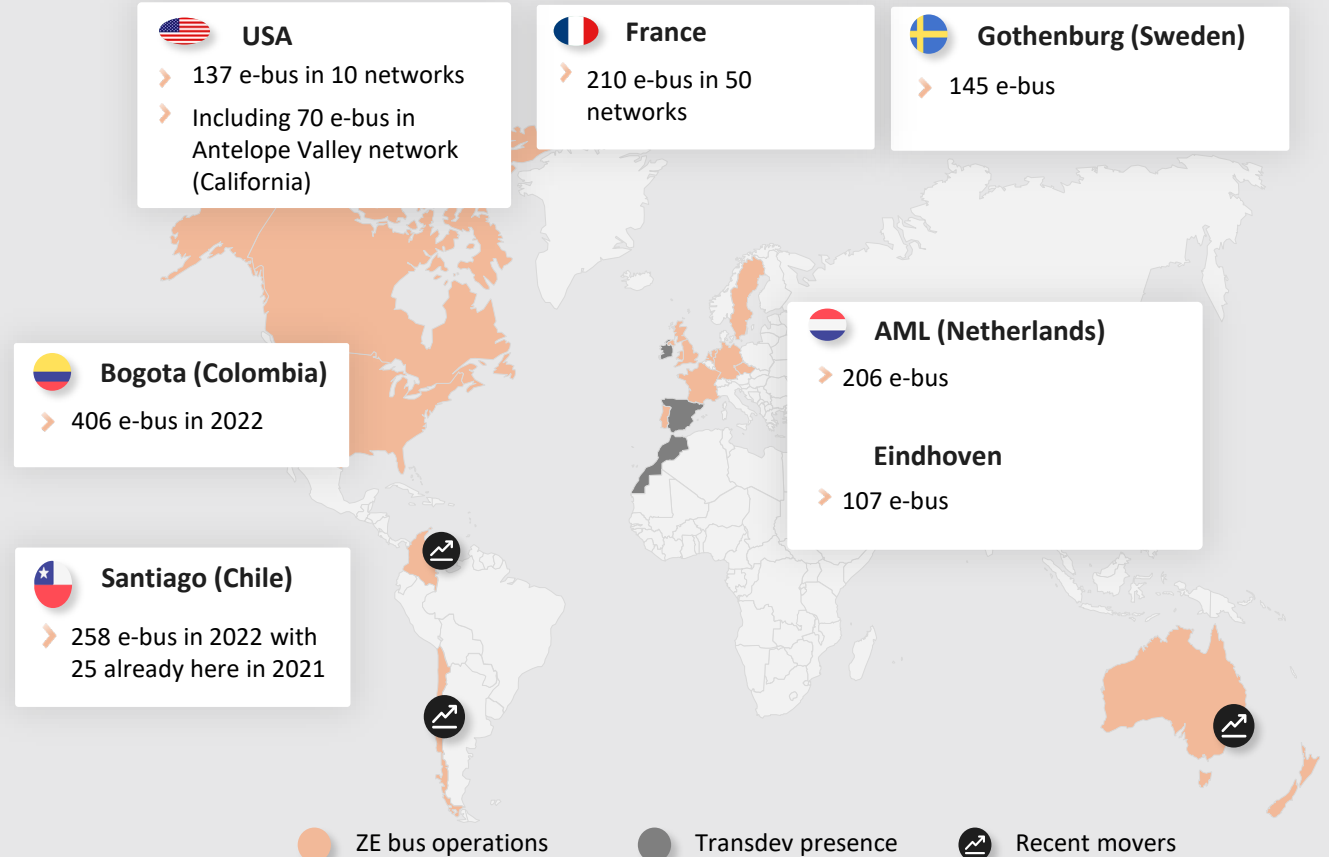


From individual cars to high quality public transit: our answer to climate change

Transportation accounts for 25% of EU 28 emissions. Individual cars are responsible for more than half of these emissions.



Around 90 Transdev networks operate e-buses in 2022



Transdev operates and maintains 1400 zero emission buses and coaches

2022 Priorities

Attract passengers back to Public Transit

Adapt our offer and contracts to the new Post-Covid reality

Support the energy transition

Contribute to the social cohesion with solutions for all, in all geographies

Develop jointly with our PTAs responses to the energy price increase

Pursue profitable growth

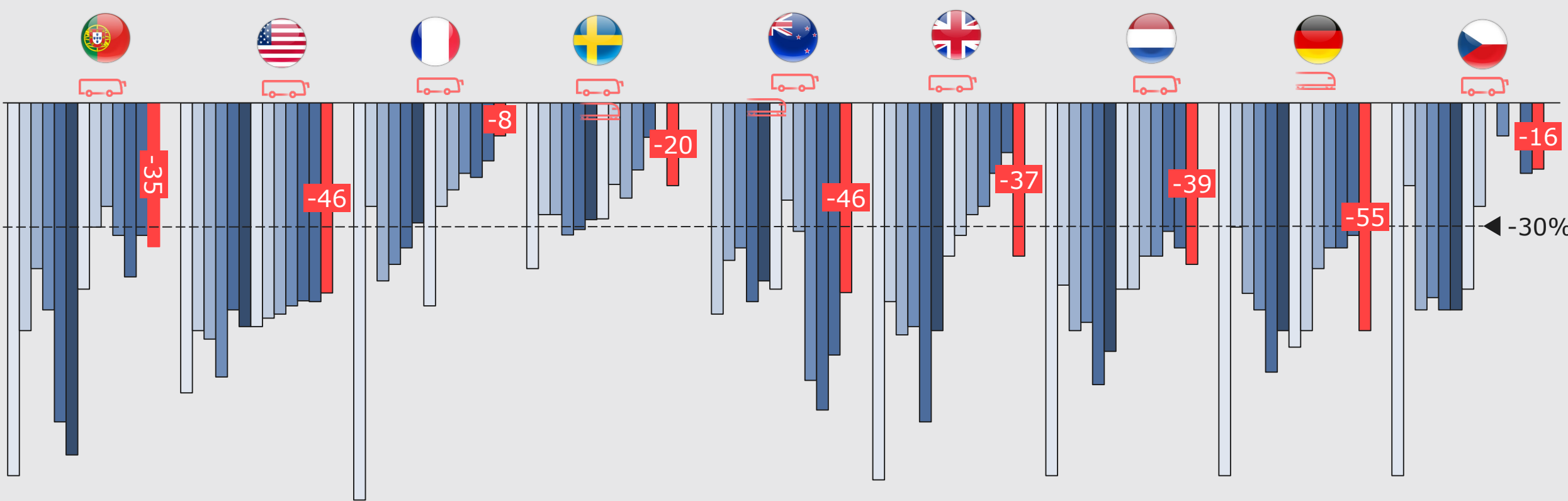
Focus on high added value contracts

Marcos Garcia

Group Legal Affairs, Finances, Risks
and Compliance Officer



2021 is still very impacted by ridership decrease (vs 2019)



- 20-avril
- 25-août
- 15-nov.
- 1-déc.
- 20-janv.
- 24-mars
- 30-avril
- 21-juin
- 24-juil.
- 11-sept.
- Oct.-13
- 27-nov.
- 11/01/2022

2021 is still very impacted by ridership decrease

Operations & ridership	Revenue loss (after compensation) Vs 2019	Covid EBIT impact* (after compensation) Vs 2019	Cash & covenant
-13% service -21% ridership	-301M€	-64M€ (including +34M€ for 2020)	NFD 1.2b€
<ul style="list-style-type: none">• On B2G activities• Major impact in France on Tourism activity and ski resorts activity	<ul style="list-style-type: none">• Net loss of revenue (after PTA compensations)	<ul style="list-style-type: none">• Of which France -36M€	<ul style="list-style-type: none">• Of which leases 1 bn€• Bank Covenant: x1,5• Gross debt : 97% fixed rate

*Indirect effects not captured

2021: Steep improvement of Operational Result

Million €	FY 20 Dec 20	FY 21 Dec 21	Var
Revenue	6.756	7.011	+ 255
EBITDA	521	633	+ 112
C.O.R.	9,5	124	+ 114
Net Result bf. Impairment GW	- 109	+ 33	+ 142
Net G. Result	- 109	- 162	- 53
Net Debt	1.306	1.215	- 91
Gross CAPEX	721	528	- 193

+3,8% Revenue increase vs 2020

Strong EBITDA and Current Operating Result recovery (COR).

Transdev still significantly hit by the Covid crisis (-301M€ estimated impact on Revenues / -64M€ estimated impact on EBIT).

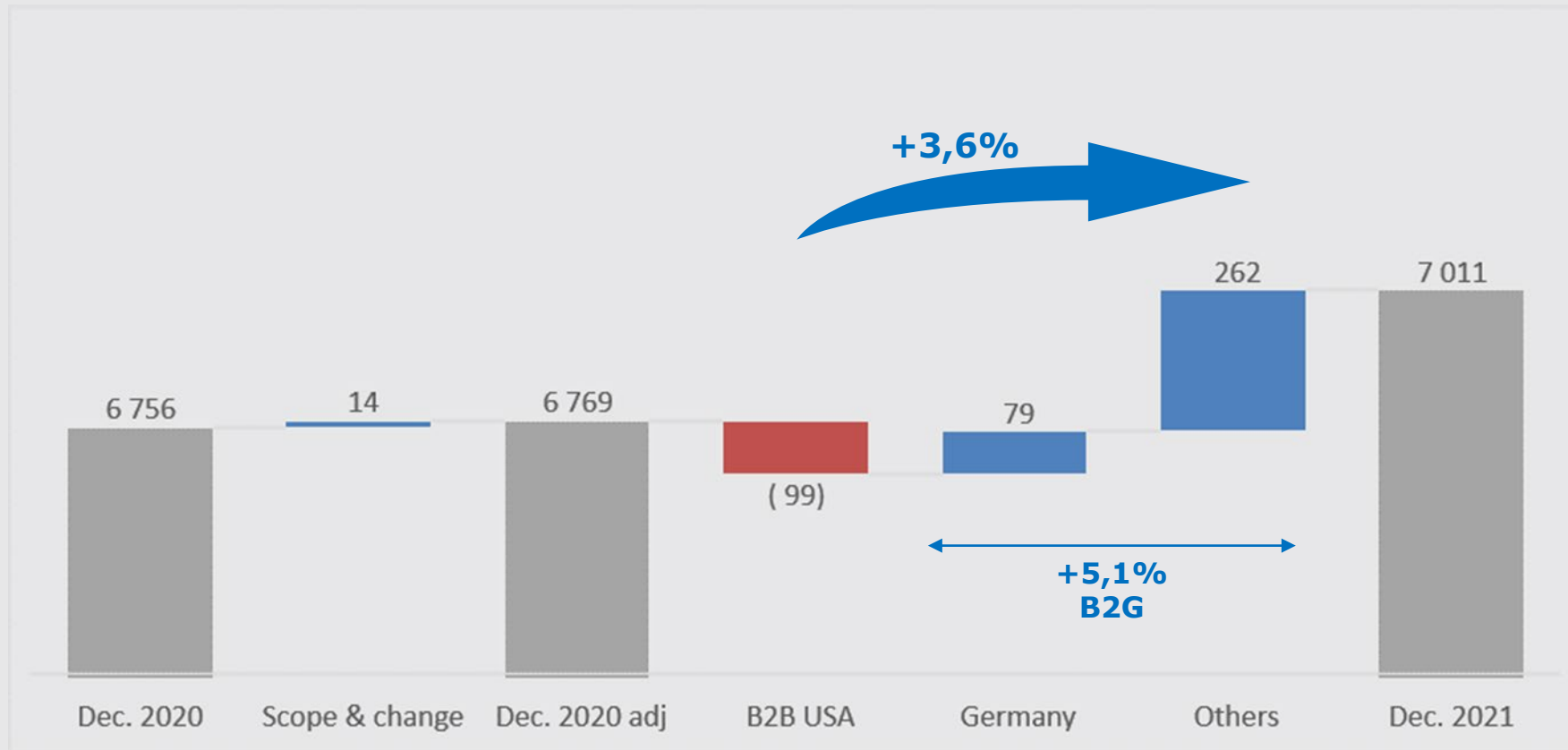
Measures to mitigate ridership decrease put in place by some countries and PTAs remain key.

Management action plans launched in 2020 are producing their effects: 66M€ delivered.

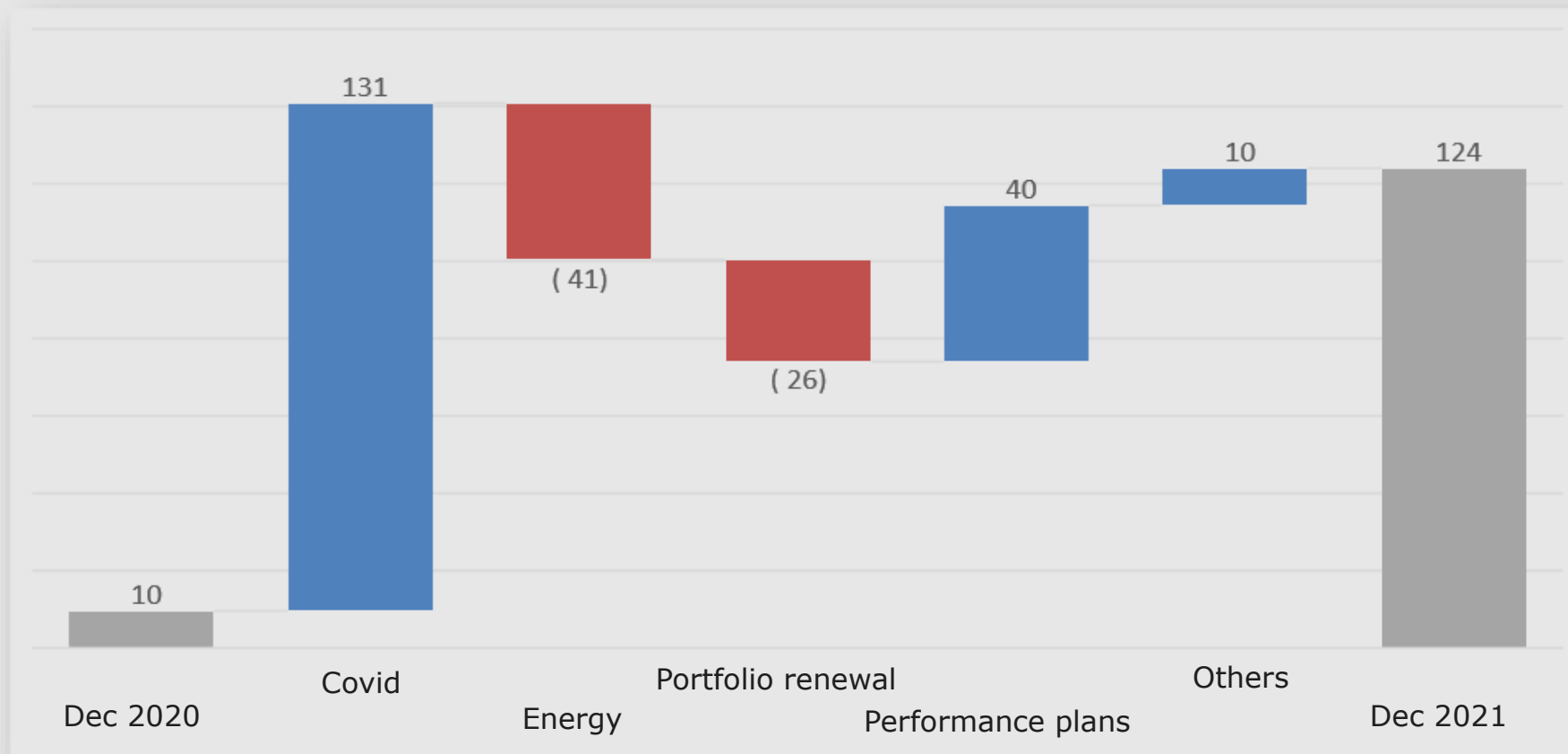
Net Result is negative driven by impairments on goodwill (-195M€)

Cash monitoring and action plans have been key to ensure the liquidity and keep a sound financing position.

Revenue increase driven by Covid lower impact

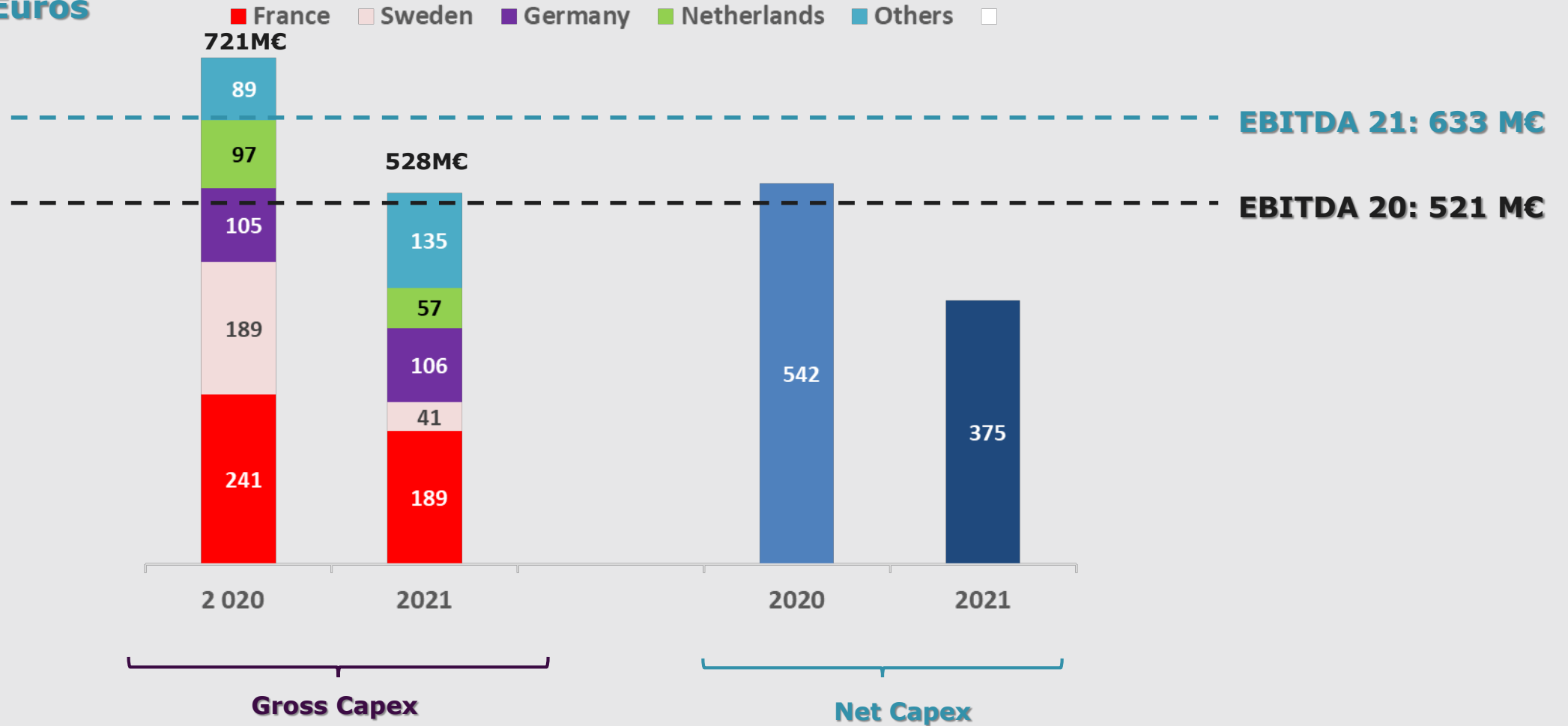


Current Operating Result recovery



EBITDA recovery brings room of maneuver to keep investing

Million Euros



Sounder position despite a negative negative impact of COVID

Profitability

Current Operating Result: +124M€

Net Income bef. goodwill Impairment*: +33

Turnover:
7€bn

Covid impact

Revenue -301M€

EBIT -64M€

Goodwill Impairment: -195M€
Net Income*: -162M€

Cash evolution

EBITDA: +633M€
Gross CAPEX: 528M€

Net Financial Debt 1.215M€

* Share attributable to owners of the parent company

QUESTIONS





THANK YOU
FOR JOINING US